WORKSHOP REPORTS

I.II ISTANBUL

WORKSHOP DATES AND LOCATIONS

The vision building and back casting workshops were organized together in one day, 9th of March 2015 in Istanbul. In the morning session vision building workshop was completed and the vision for Istanbul was determined with city representatives. In the afternoon session back casting scenario workshop was carried out according to the vision determined in the morning session.

PARTICIPANTS

The participants were identified on the basis of the relevant institutions and municipality departments that work on the subjects defined in key performance indicators and initial assessment report. Within this perspective 25 relevant stakeholders were invited covering municipality departments, relevant public institutions, private enterprises and companies, NGO's. Against the invited 25 stakeholders, 18 stakeholders attended the workshops, however, in the afternoon session - back casting workshop- 2 participants had to leave early because of other meetings they have to attend and 16 stakeholders attended the back casting workshop (Table 1). The composition of the participants by institutions was as follows: 5 from Istanbul Metropolitan Municipality, 7 from other public institutions, 2 academics, 3 private company and 1 NGO representatives. In addition to the stakeholders from different institutions, 3 artists attended the workshops (Table 2) in order to draw sketches on the basis of the stakeholders' individual visions. During the workshops, coffee breaks and lunch break participants talked to the artists and described their visions about the city and the artists drew sketches to reflect the participants' dreams. The workshops were moderated by Prof. Dr. Tüzin Baycan and Res.Assist. Aysun Aygün (Table 3). With 18 stakeholders, 3 artists and 2 moderators, in total 23 participants attended the workshops.

Table 1: Stakeholders representation in the workshops

NAME - SURNAME	INSTITUTION/COMPANY	VISION BUILDING WORKSHOP	BACK CASTING WORKSHOP
Prof.Dr. Zerrin YILMAZ	Istanbul Technical University, Faculty of Architecture	ATTENDED	NO
Assoc.Prof. Hatice SÖZER	Istanbul Technical University, Energy Institute	ATTENDED	ATTENDED
Seda ÖZDEMİR	Istanbul Metropolitan Municipality, Environmental Protection Dept.	ATTENDED	ATTENDED
Ayşe GÖKBAYRAK	Istanbul Metropolitan Municipality,	ATTENDED	ATTENDED

Name	Institution		
	Urban Renewal Dept.		
Hilal ÜNDÜL	Istanbul Metropolitan Municipality, Urban Renewal Dept.	ATTENDED	ATTENDED
İpek GÜRSES	Istanbul Metropolitan Municipality, Urban Renewal Dept.	ATTENDED	ATTENDED
Hakan AKÇA	Istanbul Metropolitan Municipality, Transportation Planning Dept.	ATTENDED	ATTENDED
Gökhan CİNGÖZ	Istanbul Water and Sewage Administration	ATTENDED	ATTENDED
Şeyma CİNGÖZ	Istanbul Water and Sewage Administration	ATTENDED	ATTENDED
İhsan Mustafa DOĞAN	Istanbul Water and Sewage Administration	ATTENDED	ATTENDED
Erhan KAYAOĞLU	Istanbul Water and Sewage Administration	ATTENDED	ATTENDED
Onur MOR	Istanbul Water and Sewage Administration	ATTENDED	ATTENDED
Sıdıka LÖK	Housing Development Administration	ATTENDED	ATTENDED
Timuçin KURT	Housing Development Administration	ATTENDED	ATTENDED
Ulaş AKIN	Istanbul Metropolitan Planning Office	ATTENDED	ATTENDED
Eren ÖZDEN	Climate Change and Sustainable Services in Turkey	ATTENDED	NO
İrem YILMAZ	Istanbul Chamber of Commerce	ATTENDED	ATTENDED
Nesrin BEDELOĞLU	Istanbul Development Agency	ATTENDED	ATTENDED
TOTAL		18	16

Table 2: Artists in the workshops

Name - SURNAME	Institution/Company
Murat KOSİF	Mimar Sinan Fine Art University
Buse KÖKÇÜ	Mimar Sinan Fine Art University
Irmak BAYCAN	Erenköy Kız Anadolu Lisesi

Table 3: Moderators in the workshops

Name - SURNAME	Institution/Company
Prof. Dr. Tüzin BAYCAN	Istanbul Technical University
Res. Assist. Aysun AYGÜN	Istanbul Technical University

I.II.I   METHODOLOGY AND RESULTS FOR VISION BUILDING

The vision building workshop started on 9th of March 2015 in the morning and took half a day. After welcoming words and opening, first all participants were introduced each other. Next, the Workshop program and the POCACITO Project presented to participants. The Initial Assessment Report was interpreted with its dimensions and indicators. Finally, moderators explained the methodology,

general framework, and steps of the vision and back casting workshop. Then, the vision building process started.

Table 4: Workshop program for vision building

Time	Activity
9.00 - 9.15	**Welcoming, Opening and Introducing I 15 min.** *Prof. Dr. Tüzin Baycan, POCACITO Project Turkey Coordinator*
9.15 - 9.30	**Presentation of the Program I 15 min.** *Prof. Dr. Tüzin Baycan, POCACITO Project Turkey Coordinator*
9.30 - 9.50	**Introducing POCACITO Project I 20 min.** *Explanation of the aim, context and methodology of POCACITO* *Prof. Dr. Tüzin Baycan, POCACITO Project Turkey Coordinator*
9.50 - 10.10	**Presentation of the Initial Assessment Report for Istanbul I 20 min.** *Prof. Dr. Tüzin Baycan, POCACITO Project Turkey Coordinator* *Res. Assist. Aysun Aygün, POCACITO Project Assistant*
10.10 - 10.30	**Explanation of Vision and Scenario Building Workshops I 20 min.** *Presentation of the context of workshop and the steps will be followed* *Prof. Dr. Tüzin Baycan, POCACITO Project Turkey Coordinator*
10.30 - 10.45	**COFFE BREAK I 15 min.**
10.45 - 11.30	**Vision Building (1) I 45 min. (3 Groups)** *"How would you like your city be in 2050?"* *In-Group discussion*
11.30 - 12.00	**Vision Building (2) I 30 min.** *Presentation of groups* *Inter-Group discussion*
12.00 - 12.30	**Vision Building (3) I 20 min.** *Common vision for Post-Carbon future of Istanbul in 2050* *Determining main topics*
12.30 - 13.30	**LUNCH I 60 min.**

Table 5: Workshop program for back casting scenarios

Time	Activity
13.30 - 13.45	**Summary of Vision Building Workshop Results I 15 min.**
13.45 - 14.30	**Scenario Building (1) Defining Endpoints I 45 min.** *"What are the desired endpoints for Istanbul?"*
14.30 - 15.15	**Scenario Building (2) Identification of Obstacles and Opportunities I 45 min.**

15.15 - 16.00	**Scenario Building (3) Identification of Milestones and Interim Objectives I 45 min.**
16.00 - 16.15	**COFFE BREAK I 15 min.**
16.15 - 17.00	**Scenario Building (4) Defining Actions I 45 min.** *"Which actions, when and by whom?"*
17.00 - 17.45	**Scenario Building (5) Robustness Check I 40 min.** *"Whether activities make only sense in very specific scenario contexts or if they are robust and would also make sense under different future scenarios?"*
17.45 - 18.00	**DISCUSSION OF RESULTS I 15 MIN.**
18.00	**CLOSING**

There were 18 stakeholders in the morning session of the workshop. These stakeholders were divided into three groups in order to be six persons in each group. In this division, distribution of different - public, private institutions, companies and NGO's- representatives in each group was taken into consideration. Also there were three artists working with the group to draw the participants' vision narratives. During the vision workshop, participants explained their visions individually to artists and three artists drew vision sketches. It was asked to participants to write down their ideas in keywords or alternatively to draw their dreams and visions. Since the participants may not be familiar with graphical representation of their ideas, it was thought to get artistic support from the young artists.

Figure 1: Vision building workshop – individual drawing phase with artists

First, it was asked "How would you like Istanbul to look like and to function in 2050?" Participants wrote down their ideas on a paper using keywords. In the meantime, they told their visions to artists to be drawn one by one. Next, they discussed their ideas in their groups. Each group created their common vision ideas and listed them on the flip charts. When all groups completed their in-group discussions, one representative from each group presented their group's ideas.

Figure 2: Vision building workshop – group discussions

Each group listened to the other groups' ideas and approaches. Then it was asked to each of the three groups to generate one vision of Post-Carbon Istanbul in 2050. After in-group discussions, three different visions were developed with its sub-components.

Table 6: Vision building workshop - visions and main topics for each group

GROUP 1	GROUP 2	GROUP 3
A city that protects natural and cultural heritage, offers high quality of life, uses innovative and clean technology, be sensitive to environment, able to adapt to climate change, uses renewable energy resources, has high level of global competitiveness, be safe and well governed.	*Self-sufficient, happy and dynamic Istanbul for all livings.*	*Having high quality of life, manageable and sustainable Istanbul*
GROUP 1	GROUP 2	GROUP 3
• **High Quality of Life** • **Environment** • **Global Competitiveness** • **Well Governance** • **Cultural Heritage**	• **Energy** • **Ecology** • **Quality of Life** • **Agriculture** • **Culture and Tourism**	• **High Quality of Life** • **Governance** • **Sustainability**

They presented their own visions to all participants. All visions and their sub-components were written down and common topics are highlighted. A discussion proceeded to determine the most important topics and components. As a result of this discussion one common vision and five main topics were defined for Post-Carbon Istanbul in 2050.

MAIN SECTORS IDENTIFIED IN VISIONING A FUTURE FOR THE CITY

Following sectors and areas were covered by the final common vision for 2050:

1. **Quality of Life:** Planning of the city development, transportation, and infrastructure affects positively the quality of life in the city. Moreover, renewable energy usage, energy efficient buildings are the factors that increase the quality. Citizenship, environmental concerns as well as safety are important.
2. **Governance:** Relationship between the local and the central government is an important factor. Transparency in decisions, participative and innovative governance is needed.
3. **Environment and Natural Resources:** Climate change is a threatening factor, which the city should be adaptable to the forecasting impacts. Efficient uses of natural resources, waste management, decreasing carbon emissions, using innovative and clean energy are important.
4. **Energy:** Sustainable, renewable energy resources, energy efficient buildings are important factors for this sector.
5. **Global Competitiveness:** Istanbul is a large city with its almost 16 million population and a metropolitan area with its economic, cultural, social activities. Istanbul should be able to compete with other world cities in terms of economic, cultural, social, environmental and technical aspects.

All groups emphasized quality of life since the urban development pattern, large population, traffic, and other urban problems of the city create a challenge on quality of life. The governance was the second most highlighted sector for Istanbul. Mega project decisions by central government, which is expected to affect the entire structure of the city as well as participation, transparency were described as the main challenges for the governance. Each group emphasized environment under different topics such as ecology, agriculture, and sustainability. At the end of the discussions those topics were compiled under environment and natural resources. All groups also emphasized energy under different topics. Only one group highlighted global competitiveness however, in the inter-group discussions participants agreed on the importance of this topic. Considering the dynamics of Istanbul, competitiveness was described as an important sector to be developed.

As mentioned previously, those topics were determined in inter-group discussions with participants. All groups presented all the visions and topics, common points were highlighted, differences were discussed and finally most important and comprehensive sectors and topics were determined at the end of the vision building workshop.

THE 2050 POST-CARBON VISION FOR ISTANBUL

The 2050 post-carbon vision for Istanbul has been described as follows:

Istanbul 2050: the city that able to compete at the global level with its dynamic, innovative, self-sufficient, sustainable aspects and high level of life quality and well governance.

High Quality of Life
- Accessible open public spaces
- Well-designed physical space, social and technical infrastructure
- Increased number of green buildings
- Usage of renewable energy resources
- Smart city design in satellite urban development
- Woman, child, elderly friendly
- Livable old city pattern
- Extensive urban transportation system
- CO_2-free transportation modes and automobiles
- High air quality for the inner and outer space
- Widespread cultural and artistic activities
- Increased comfort for public transportation modes

Governance
- Interrelation between central and local governments
- Participative planning and decision making approach
- Transparency in decision making about the city
- Innovative R&D approaches for development

Environment and Natural Resources
- Efficient water management
- High adaptive capacity to climate change
- Usage of alternative energy resources
- High quality of sewage treatment and recovery of water
- Well organized waste management
- Protection of natural resources
- Integrated water and green lands

Energy
- Energy efficient urban development
- Self-production and consumption of energy in urban development
- Increased usage of clean energy considering the cost of energy in industry - cost should not be increased -
- Regulation of energy policies at city level
- Increased investments in clean energy
- Having a place in carbon market
- Competed calculations for emissions of housing and industry buildings

Global Competitiveness
- High investments in R&D and innovative activities
- New working and living style

- Productive city in service sector
- Not vulnerable economy
- Competitive with its economic activities, cultural and historical heritage, social activities, environmental attractiveness

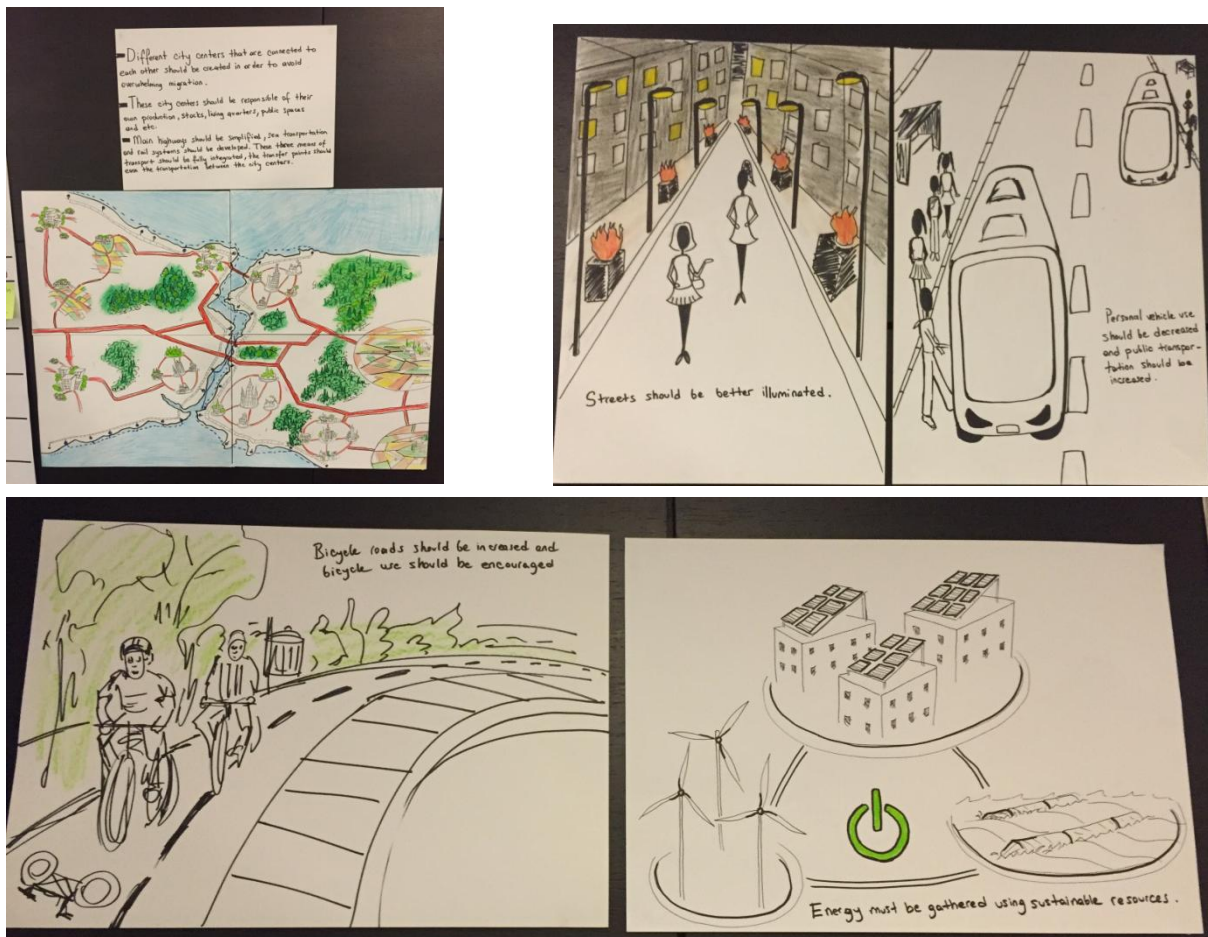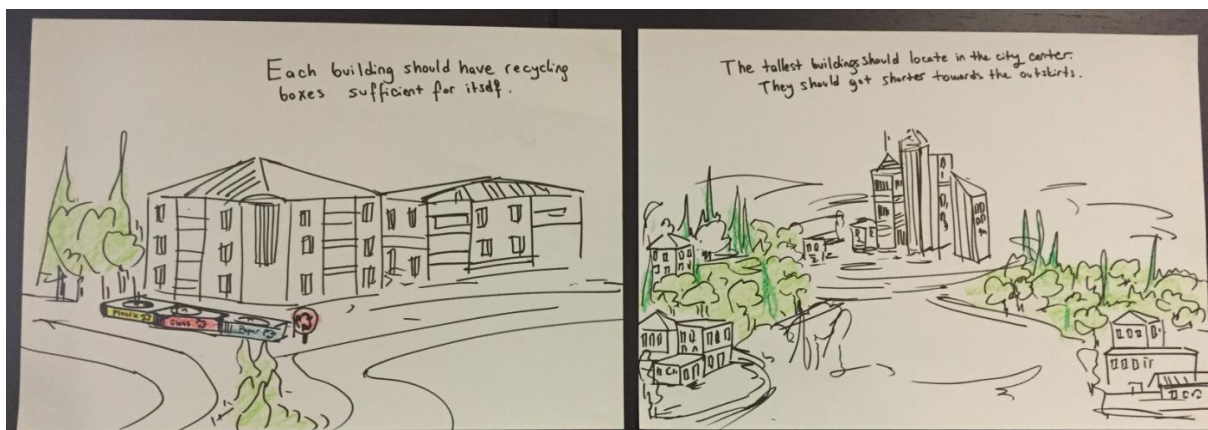**Figure 3: Vision building workshop – sketches drawn by artists (1)**

Figure 4: Vision building workshop – sketches drawn by artists (2)

Pedestrian ways should be built wider and more user-friendly.

Public transportation should be more comfortable.

Sea transportation should be taken more seriously. It should be used more widely and the number of trips should be increased.

OVERALL EVALUATION

An overall evaluation of the vision building results shows that the city representatives imagine Istanbul in 2050 as having today's problems solved and opportunities utilized. Therefore, they mentioned today's problems -quality of life, transportation, energy, protection of natural resources, sustainability, governance- and economic opportunities. The results mainly focused on physical issues in urban development and city life, which is directly connected to environmental aspects and protection.

The desired approach has been described as innovative, developing, controllable, economically strong as well as protective for environment.

I.II.II METHODOLOGY AND RESULTS FOR BACK CASTING SCENARIOS

The second session on back casting scenarios started after lunch. As the vision as well as the main topics had been determined already with participants in the first session, these were used in the successive portion of the workshop.

From eighteen participants in the morning session two of them had to leave and the afternoon session on back casting scenarios continued with sixteen participants.

METHODOLOGY FOR BACK CASTING WORKSHOP

As in the beginning of the workshops the methodology had been presented to stakeholders, in the second part of the workshop it was implemented step by step. All participants were agreed on the described vision and the 5 main thematic areas. The five steps of the back casting workshop; i) defining normative endpoints, ii) identifying obstacles and opportunities, iii) identifying milestones and interim objectives, iv) defining actions, measures and instruments, and v) robustness check was conducted step by step for all thematic areas.

First of all, 5 groups were organized by thematic area. Participants were distributed equally to those five groups. It was asked to them: "Try to formulate 'desired' endpoints you want to reach for your city". They wrote down their desired endpoints to related topics. Then, they rotated to other topics, read the written ideas and added their own ideas -if they have any different approach- in order to contribute everyone to all thematic areas. When all participants completed their study on each topic, moderators systematically wrote down the desired endpoints on a previously prepared chart.

Figure 5: Back casting scenario workshop – discussions on thematic areas

In the second part of the back casting scenario workshop, it was asked to the participants: "What are the opportunities and obstacles that may occur on the way to reach your final goal?" Like the previous question, they wrote down their ideas for each topic by rotating the group. When all groups completed expressing their thoughts, the moderators wrote down all ideas on the chart again.

After that step, the second stage of scenario building was completed with all-together discussions. The whole group worked on charts covering also timetables -prepared previously by moderators- for each topic.

Figure 6: Back casting scenario workshop – all-together discussion on charts
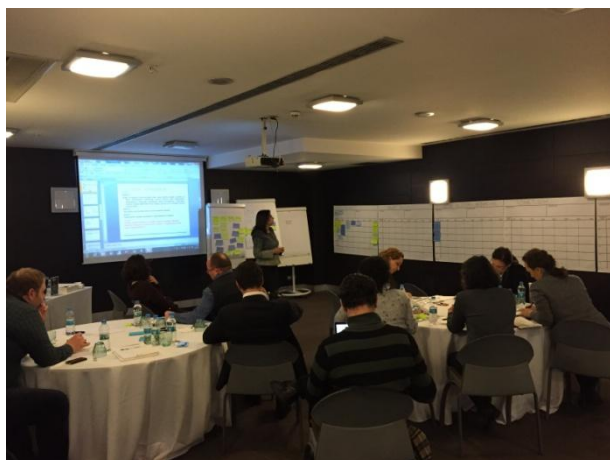
In the next step, it was asked participants two questions: "Looking at the obstacles and opportunities, are there any milestones or interim objectives which have to be reached by certain time point?" and "What has to be targeted in order to reach the vision?" In order to orient the pathway towards vision, it was asked participants to write their ideas on a post-it and put it on the appropriate time period on the chart. In the meantime, they were asked to write down related actors with those actions defined.

After the milestones and interim objectives were placed on the time-line chart, it was asked participants: "What actions should be taken when and by whom?" Their ideas were placed on the time-line chart. They also wrote down related institutions and actors for each topic.

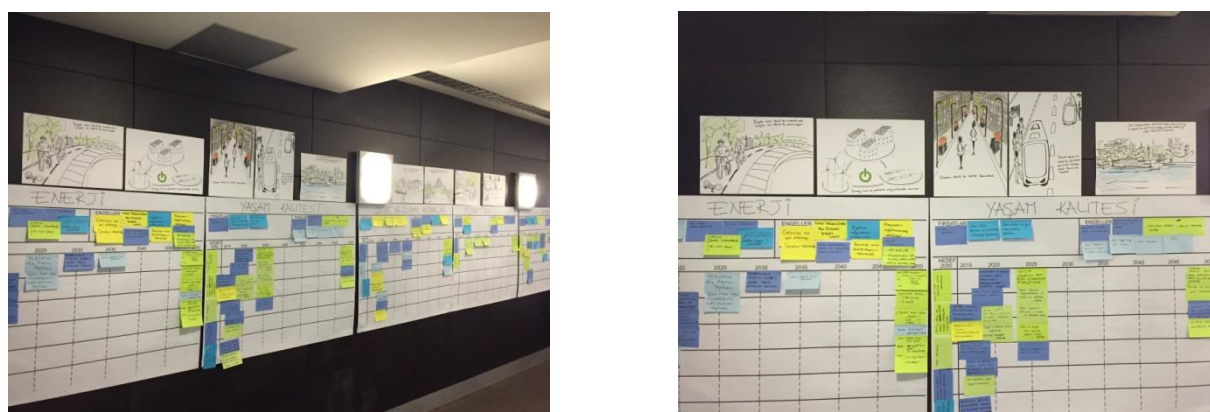**Figure 7: Back casting scenario workshop – discussions on time charts**

At the end of the study, the results: desired endpoints, obstacles, opportunities, milestones, interim objectives and actions, actors, organized for each thematic area: quality of life, governance, environment and natural resources, energy, and global competitiveness, were read by moderators. The discussion was completed, all participants agreed on the final version of the results.

Finally, for robustness check, it was asked participants: "Whether activities make only sense in very specific scenario contexts or if they are robust and would also make sense under different future

scenarios?" In-depth discussion could not be made on the robustness because of time limits. However, stakeholders agreed on those defined activities cover all problems and they are flexible, able to adapt to any other condition. Therefore, general idea was those activities are robust and make sense under different future scenarios.

Figure 8: Back casting scenario workshop – outcomes of the workshop

KEY POINTS OF THE SCENARIO

All discussions were transferred into timeline graphs, after the workshop the results were clarified as seen on the following tables.

Table 7: Back casting scenario workshop outcomes - high quality of life

HIGH QUALITY OF LIFE	
DESIRED END-POINTS (2050)	• Safe streets at every hour of the day • Quality spaces for child, elder and woman • Planned urbanization • Physical spaces with well-organized social and technical infrastructure • Accessibility for disabled people
OPPORTUNITIES	• Urban renewal/transformation • Discussions on 'quality of life' concept in every platform • Increasing researches on quality of life
BARRIERS	• Uncontrolled physical space implementations • High investment and operation cost of transportation system • The lack of civic conscious and sense of belonging • Unequal income levels • Unplanned urbanization • Migration • Ineffective legislation • Current urbanization pattern

RELATED ACTORS	• Public-Private partnerships • Foreign investors

2015	• Creating urban design standards for Istanbul and controlling the implementations • Determining the standards for measuring the quality of life • Increasing civic conscious and concerns about environment • Making provisions for earthquake and any natural hazards • Increasing citizen participation in local government • Training citizens about civic conscious • Training citizens about earthquake
2020	• Lightening streets and public spaces all night for safer places • Easy accessibility to green areas, parks • Developing Istanbul's Logistic Master Plan and determining the logistic centers of the city • Decreasing car ownership, increasing pedestrian and cycle paths **MILESTONE:** Reorganizing the transportation system and managing **MILESTONE:** Expanding the public transportation network, implementation of planned railway system
2025	• Being among top 30 in international quality of life indexes • Expanding education service and making it accessible for everyone • Increasing health service and making it accessible for everyone • Accomplishing the effective and expanded public transit system • Having more active sea transit (boats) system
2030	• Implementation of some good examples in determined areas for easy accessibility
2035	• Using electric cars for transportation
2040	**MILESTONE:** Planning for accessible city and implementing the plan
2045	
2050	• Being among top 10 in international quality of life indexes • Decreasing the crime in the city to a minimum level • Waterfront planning and effective usage of waterfronts • Increasing the quality of inner and outer space

Table 8: Back casting scenario workshop outcomes - governance

GOVERNANCE	
DESIRED END-POINTS (2050)	• Transparency, participatory governance, accountability, measurability • Self-sufficient and self-governed society
OPPORTUNITIES	• EU adaptation process • Active actions of NGOs in rising awareness of citizens and tendency to transparency • Technological improvements (simulations, technical support systems etc.)
BARRIERS	• Current situation • The lack of work statement and confusion about the authority of public institutions • Inefficient relation between institutions and actors • The lack of awareness and conscious • Deficiency about sharing information
RELATED ACTORS	• Public institutions • Private sector • NGO • Citizens
2015 **2020**	• Creating a central data and information system • Clarifying the spatial coordination between institutions (horizontal and vertical) **MILESTONE:** Generating a sustainable urban inventory and sharing with public (social, economic, environmental data) **MILESTONE:** Creating a city information system
2025	• Creating real-time impact simulation systems
2030	• Simultaneous usage of information and government systems
2035 **2040** **2045** **2050**	• Increasing coordination between central and local governments • Participation of citizens in all processes • Determining current problems • Determining strategies focusing on solving problems

Table 9: Back casting scenario workshop outcomes - environment and natural resources

ENVIRONMENT AND NATURAL RESOURCES	
DESIRED END-POINTS (2050)	• Efficient water and sewage-waste management • Protecting existing green areas • Protecting and enhancing water resources • Protecting underground water resources
OPPORTUNITIES	• Urban renewal/transformation • EU environmental policies • Existing of various natural resources • Existing of related NGOs
BARRIERS	• Giving priority to economic development in economy-ecology contradicting situations • Harmful implementations and development decisions affect natural resources • 2-B decisions and implementations (selling the urban lands to private sector and extracting those areas out of forest status) • Pressure of population, migration and development on natural areas • Urban renewal • Development projects causing pressure on natural heritage (e.g.: Canal Istanbul) • Not having research based innovative studies and the lack of support for those kind of studies
RELATED ACTORS	• Public institutions • Private sector • NGOs • Citizens
2015	• Determining the natural carrying capacity of the city dynamically • Comprehensive climate hazard plan • Planning urban facilities in each scale and type
2020	• Determining Istanbul's natural resources and preparing master plan • Expanding the use of clean technology • Determining endemic species, developing new systems to protect and monitor those species • Developing plans for purifying water basins from urban development • Developing master plans for drinking water and sewage systems • Educating citizens about environmental values

2025	• Dominance of clean technology in production sector • Ranked at the highest level in international water loss performance indexes **MILESTONE**: Consensus of stakeholders on valuable natural resources
2030	• Diversity of urban facilities in every scale and type • Improving eco/agro agriculture in the frame of self-sufficient city • Implementing master plan about purifying the water basins from urban development • Implementing the master plan of drinking water and thus, ensuring the sufficient capacity of water for 50 years
2035	• Being a good example with water management studies • Marketing information and technology to neighbor cities/countries
2040	
2045	
2050	• Ecologic agriculture • Green buildings in city • Determined usable natural resources • Integration of build and natural environment • Protecting ecologically and biologically important areas • Giving the status of 'protection forest' to all forest areas in Istanbul • Sustainability in water supply and sewage management

Table 10: Back casting scenario workshop outcomes - energy

ENERGY	
DESIRED END-POINTS (2050)	• Efficient society producing energy from natural resources • Decrease in CO_2 emissions
OPPORTUNITIES	• Urban renewal/transformation • Adequate institutional capacity • New policies and regulations • Existing implementations (good practices) • EU adaptation process (EU energy policies)
BARRIERS	• Missing data for previous years • Insufficient control and monitoring system • Insufficient public awareness about energy efficiency • Ineffective and untimely usage of public resources • High investment costs • Insufficient coordination between institutions • Problems related to practice of regulations • Undefined standards • The lack of qualified employees

RELATED ACTORS	• Public-Private partnership

2015	• Legislation suitability check • Extending good practices (private-public) • Sustaining EU energy adaptation policies targets
2020	• Energy master plan • Legal regulation about green buildings • Starting energy efficiency practices in public institutions • Increasing public awareness about energy efficiency **MILESTONE:** Developing energy master plan, increasing renewable energy resources and integrating them to the daily life
2025	• Developing lightening master plan • Planning for solar, wind, wave and kinetic energy **MILESTONE**: Determining of action plans and targets for energy master plan, developing framework for legal governmental regulations
2030	• Using clean energy in 70% of industry
2035	• Using electricity cars for transportation
2040 2045 2050	• Renewable technology for natural resources usage, transportation, buildings and industry • Energy efficient society - Zero CO_2 emissions • Efficient usage of energy - electricity, water, gas - • Solar energy usage for buildings (photovoltaic systems) • Usage of electricity and hybrid cars in traffic • Buildings that produce self-energy using wind power • Clean energy usage and automatization in industry

Table 11: Back casting scenario workshop outcomes - global competitiveness

GLOBAL COMPETITIVENESS	
DESIRED END-POINTS (2050)	• Model city • Global focal city
OPPORTUNITIES	• Urban renewal/transformation • Having democracy and economic potential for its region • EU adaptation process • Young population and qualified employees

BARRIERS	• The lack of intermediate staff • Conflicts in the region • Instability • Global impression • Insufficient national fund and savings (vulnerable economy)
RELATED ACTORS	• Public-Private partnership • Foreign investments

2015	• Giving cultural heritage in Istanbul prominence • Increasing economic power • Determining tourism strategies • Determining energy production resources • Increasing infrastructure technologies
2020	• Determining competitive sectors and encouraging them • Supplying necessary funds for global competition and making site selection • Diversity in tourism (culture, health, religion, congress etc.) • Studies for increasing tourist stay • Increasing economic support for global economic competitiveness • Increasing and supporting partnerships of public-universities-NGOs **MILESTONE:** Preparing economic vision plan
2025	• Developing industry • Creating globally focal centers • Creating attractive conditions to attract qualified foreign employees to Istanbul • International level qualified R&D centers to increase global competitiveness
2030	• Completing physical, technical and social infrastructure • Urban renewal for previously determined important areas • Making Istanbul an international financial center
2035	• Having universities ranked among first 50 by international indexes
2040	• New approaches center R&D
2045	
2050	• Unrivalled in global competition

BACKGROUND SCENARIOS

The background scenarios were discussed after the back casting studies and determination of obstacles, opportunities, actions, targets and milestones. The discussion was realized for each topic of the vision i) high quality of life ii) governance iii) environmental & natural resources iv) energy v) global competitiveness. For all areas Istanbul has many challenges and should develop strategies in a short term and take action immediately.

ROBUSTNESS OF ACTIONS

In-depth discussion on robustness of actions was rather limited because of time constraints. However, it was asked participants if those actions make sense in any scenario that could occur over time. They agreed that determined actions are flexible and able to adapt to any conditions that may occur. Therefore, participants evaluated the actions as robust.

FEASIBILITY

Feasibility could not be discussed at the workshop, as it was not possible to cover all topics in one day.

I.II.III   GENERAL REMARKS

Participants were very satisfied by the workshops. They found the topic and discussions very interesting. They contributed a lot to the discussion by revealing their ideas. However, towards the end of the workshops, the attention was decreased. Visioning process was successful and attractive for participants. During back casting workshop they could easily identify obstacles, opportunities and targets. However, determining actions and milestones was complex and needed to be clarified.